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San Francisco Redevelopment 1967 68





It takes the hands of many people to make redevelopment successful —

Hands of people working together.

In all of the Redevelopment Agency's projects, from Butchertown to Yerba Buena Center.

These are only a few of the hands.

And only a few of the people — representing all of the project areas —

Who are making redevelopment work, for all of the people of San Francisco.

Starting top left, and proceeding counter clockwise —

Morris E. Phillips, Jr., President
St. Francis Square, Inc.
Western Addition A-1

Herman Aron, Chairman of the Board
Fillmore Merchants Association
Western Addition A-2

Milton I. Ross, President
Jacobs, Malcolm and Burtt —
Wholesale Produce, Golden Gateway and
San Francisco Produce Terminal

The Reverend D. Manning Jackson, President
Interdenominational Ministerial Alliance
Western Addition A-2

Mrs. Lillian Woods, Chairman
Bayview-Hunters Point Joint
Housing Committee Hunters Point

The Reverend Hamilton T. Boswell, Pastor
Jones Methodist Church
Western Addition A-1

Sam Jordan
"Mayor of Butchertown"
Butchertown

J. K. Choy, President
Chinese Culture Foundation
Chinese Cultural and Trade Center

William A. Kellar
Project Manager
Hunters Point

Stanley A. Speyer
McAllister Street Merchant
Western Addition A-2

Yori Wada, Vice President
Nihonmachi Community
Development Corporation
Western Addition A-2

Heinz Fenichel, Chairman
Diamond Heights Neighborhood
Association Diamond Heights

David L. Collins
Project Manager
Yerba Buena Center

Captain Stanley F. Davey
Salvation Army
Yerba Buena Center

Richard E. Goblirsch
Project Manager
Western Addition A-2

San Francisco Redevelopment Agency 1967-68 Annual Report

This Report

Mayor's Proclamation

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Planning & Development

Housing

Rehousing

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Community Facilities

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Social Services

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This Report

This, the San Francisco Redevelopment Agency's report for fiscal 1967-68, may be far from the ordinary.

We hope so, for we have intended it to be different.

It reflects significant accomplishments as usual — but disruption and disappointment as well. Progress is seldom flawless.

But, more importantly, the times cry out for utmost candor.

As San Francisco's Mayor, Joseph L. Alioto, has so often underlined —

Time is running out in our American cities.

If San Francisco is not to go the way of so many other cities, it must intensify its efforts to provide a decent physical and social environment for all its citizens—and in this the Agency must continue to play a significant role.

Neighborhoods, with their diverse and sometimes conflicting demands, must play key roles, too — of responsive and responsible partners. Together, we must be successful in forging new social concepts —

- That redevelopment must, first and foremost, be by and for the people of the neighborhoods.
- That responsible neighborhood participation with government agencies is vital to the rebuilding of communities.
- That all the people of San Francisco have a stake in the rebuilding of its neighborhoods.

Protests, while serving a purpose, must be converted into the militancy of constructive action.

With productive, collaborative planning between neighborhoods and public agencies, the benefits of renewal — at times forgotten in the shouting — are many:

- Citizens participate meaningfully in the shaping of their own neighborhoods.
- Low-to-moderately priced private housing of attractive design and amenities, new businesses, social and community services, and brighter environments are created in the place of hopeless slums and ghettos.

- Jobs result — and result particularly for the residents of renewal areas by deliberate policy of the Agency.
- The improved tax base is a resource for social and economic benefits for the entire city.
- And we all enjoy the new esthetic and cultural attractions that result — handsome, well-functioning buildings, spaces and art for all of us to pass on as the heritage of our times.

Yet criticism of renewal has at times been strong in San Francisco. The chief reason dates back to the planning of Western Addition A-1, more than a dozen years ago.

Renewal of A-1, planned with community organizations in existence at the time, has turned that area into an attractive neighborhood — the envy of many cities throughout the United States.

Many institutions of social and cultural service have emerged.

But with the exception of 331 units of moderate-priced senior citizen and family housing, the new housing has not met the needs of the residents of the former slum.

Now, however, the housing tools have been vastly improved by those, including the Agency, who fought for legislation and appropriations.

And now housing can be built or utilized within and outside of renewal areas for effective, quality choices of households of low-to-moderate income.

Residents of renewal areas, indeed, are our first concern.

They have first priority for return to new and rehabilitated housing in suitable price brackets in residential renewal areas.

Yes, when necessary, subsidies are used. The time is long past when we may indulge shrinking from that word.

No household is required to make its permanent move without adequate offers of suitable housing.

Moving expenses are paid. Relocation adjustment payments are made in certain circumstances. Health, job-finding, homemaking, and other social services are provided.

An independent appeals board is empowered to hear and search out complaints — although in its first 15 months' history, while 1400 households in Western Addition A-2 and Yerba Buena Center were rehoused in better and often less costly circumstances, there was only one grievance.

And it was found to be baseless by the appeals board.

At the same time, we can do better.

We can make new aids available — the increased tax returns from renewal areas warrant it.

We can encourage more neighborhood sponsorships of new housing — even though all of the 18 sponsors, for example, of A-2 projects have roots in that community.

And, above all, we should marshal all city interests in speeding programs to increase the city's housing inventory in suitable price brackets — the only real solution to the city's pressing housing shortage.

The record for 1967-68, nonetheless, shows that redevelopment has been slowed down.

We fought for more subsidies for the social objectives of neighborhood programs.

In the case of the reduction of the cost of land for moderate-priced private housing, we were successful to a degree.

Greater success would have meant a better housing program.

In such efforts, we sometimes had neighborhood help; sometimes not.

Sometimes we won; sometimes we lost.

But the efforts took time.

In other instances delays occurred in resolving questions with groups whose objectives we shared, but who needed assurances on how problems were to be solved.

Time was well spent in working with such constructive critics.

Other critics, few in number, but strong in voice, well organized and well financed, sought to obstruct renewal even in its most important social contribution — the creation of low-to-moderately priced private housing.

Their tactics caused great losses in public funds as well as housing production for the people the critics allegedly served.

When such critics can make constructive suggestions, their views will be welcomed.

When their statements are demonstrably false charges or personal attacks and abuse, they will continue to be ignored.

The task of providing housing is too important!

It may be immodest for us to report, but it is nevertheless true —

San Francisco's redevelopment program is nationally and even internationally acclaimed.

But we are frank to say that this applause is unimportant unless it also comes genuinely from the heartland that matters most — the renewal areas.

That is our commitment.



M. Justin Herman
Executive Director



gency staff photo

This is one of San Francisco's most spectacular views — from Hunters Point. The trouble is, it is now seen largely from the broken panes of a depressing slum. But, with the help of its community, it will have new housing, new schools, new parks — and a new way of life. The progress of Hunters Point and other Redevelopment Agency developments is told on the succeeding pages.



Community Plans At Hunters Point

WE ARE IMPRESSED by the demonstration of "collaborative planning" that is going on out at Hunters Point. As Mayor Joseph Alioto observed last week at the opening of a site office, which is to be shared by the Redevelopment Agency and the Bayview-Hunters Point Joint Housing Committee, this collaboration is on the way to creating a highly attractive living area in a blighted neighborhood.

One hundred and twenty-five residents of Hunters Point make up the Joint Housing Committee; they represent 43 different organizations. The committee has actively joined with the Redevelopment Agency to select a team of consultants to plan the new community of 2300 home units on the Hunters Point ridge east of Third street. With Aaron Green, the prime consultant selected by the Joint Housing Committee, a master plan for the whole community has been developed. The partners in rebuilding Hunters Point are also engaged in creating a 12-acre industrial park in the adjoining industrial slum area of Butchertown.

THUS LOCAL RESIDENTS and organizations, working through their own committee, have had a strong voice on the project from the outset, assuring crucial community support. Countless hours of uncompensated work contributed by this committee, now headed by Mrs. Lillian Woods, have constituted one of the most heart-warming aspects of the whole endeavor. The committee has played a key role despite the lack of any financial support to provide secretarial assistance, typewriters, postage, etc. San Francisco foundations and philanthropic organizations will find this a suitable and worthy group to give a little help to. Indeed all persons and agencies involved in the project deserve the city's warm appreciation for demonstrating what wise collaboration can achieve.

San Francisco Chronicle,
March 15, 1968



The Mayor and the Agency members went to Hunters Point in March to attend an open house, view the site model, and listen to the community's plans. Shortly after, the Mayor issued an unusual proclamation praising community collaboration.

In the upper left photo, from left: M. Justin Herman, executive director; Victor K. Atkins, vice chairman; Or. C. Joseph Wellington; Walter F. Kaplan, Chairman; Francis J. Solvin; Stanley E. Jensen; Mark W. Buell, assistant secretary.

Photos: Agency staff and Karl H. Riek
(of site model).

PROCLAMATION

WHEREAS, Men and women of good will in our neighborhoods are striving for a new era of human relations and achievement in San Francisco; and

WHEREAS, The recent attainment of a master plan for new housing and amenities will make Hunters Point one of the most attractive areas of the City; and

WHEREAS, The working out of this plan by the Bayview-Hunters Point Joint Housing Committee, a neighborhood organization, in collaboration with the San Francisco Redevelopment Agency is a model of citizen participation; and

WHEREAS, The achievement this week of the first formal step toward the creation of a new Japan Town is still another example of outstanding collaborative planning; and

WHEREAS, This accomplishment, directed toward the needs of the neighborhood, could not have been reached without constructive cooperation between the Nihonmachi Community Development Corporation and the Redevelopment Agency; and

WHEREAS, Such neighborhood participation – a militancy of the highest order – is vitally needed throughout our entire city, to build rather than tear down, and to work in true partnership rather than in wasteful contention; and

WHEREAS, San Francisco has an opportunity to show a nation the way in this positive area; and

WHEREAS, Official City proclamations need not necessarily be limited only to special days or events:

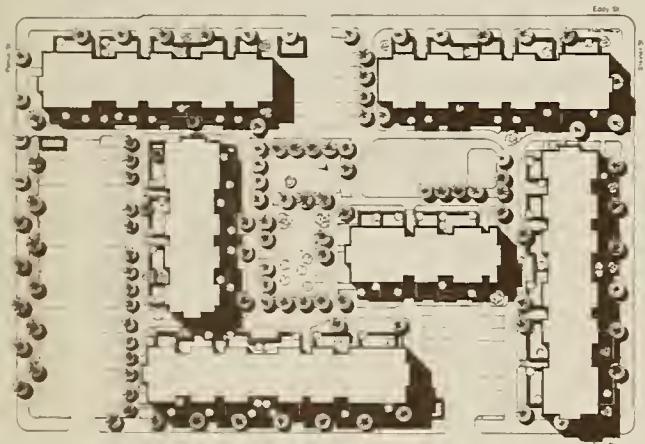
THEREFORE, BE IT RESOLVED that I, Joseph L. Alioto, Mayor of the City and County of San Francisco, do hereby proclaim Constructive Neighborhood Participation with agencies of government in the planning and creation of better neighborhoods – not just for a day or month but every day – to be essential in the building of an even greater San Francisco so that all her citizens may develop and enjoy the opportunity to live not only in peace but in harmony, not only in decency but in dignity

IN WITNESS WHEREOF I have hereunto set my hand
and caused the seal of the City and County of San
Francisco to be affixed this twentieth day of March,
nineteen hundred and sixty-eight.



JOSEPH L. ALIOTO
Mayor





Groundbreaking for Martin Luther King Square was one of the years most significant events.

Western Addition youngsters — with an assist from Mayor Joseph L. Alioto — manned the first shovels.

A community tree was dedicated — and will be at all future groundbreakings for housing for and by Western Addition residents.

Martin Luther King Square will be finished — as architects Kaplan & McLaughlin have designed it — about July, 1969.

Beneath the drawing is the Square's site plan

Photos: Karl H. Riek.

Drawing: Marc Trieb





The City's Right To Renew Itself

A NEW and increasingly militant group is trying to stop the urban renewal program in Area Two of the Western Addition. This is an effort to turn back the clock, for the program was democratically adopted in October, 1964, after more than a year of hearings and debates.

More fundamentally this is an attack on the right of a city to survive by renewing and replacing its worn-out parts. The right derives from the collective need of the citizenry for an economically healthy community in which to live and make a living. When a city grows stagnant, as Newark, N.J. and Cleveland, Ohio, have done, all of its citizens suffer the consequences.

Moreover this right to renew becomes more acutely necessary the closer the area of blight is to the downtown core that provides most of the jobs and most of the city's tax revenue. It was no accident that San Francisco's first redevelopment program to get off the ground was the Golden Gateway, removing commercial blight downtown.

When the inhabitants of a residential area remote from downtown do the wrong things with their neighborhood, the impact on the city itself is no more damaging than a broken finger. But in a city's inner core, of which Western Addition A-2 is a part, the impact becomes a disease of the heart and lungs.

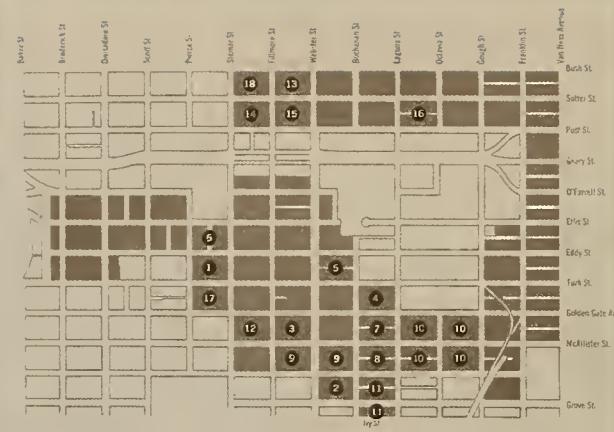
The 15,000 residents of A-2 are not responsible for its decay. Cities grow in concentric rings. As cities age, their first or inner rings naturally wear out first. The A-2 blight is not new. San Francisco first marked it for renewal 20 long years ago. Two incidental facts: one-third of A-2's residents move every year; some of the most militant of A-2's opponents have lived there less than two years.

IT IS UNLIKELY that those now trying to kill the A-2 program have weighed many of the considerations set forth above; perhaps it is too much to ask that they do so. But citizens in general should weigh them. So should the quiet majority of A-2 residents who are cooperating in the renewal program. These latter should speak out, lest the dissident minority voice be mistaken for a majority.

When they speak out, they will be speaking not only for themselves but for their city.

San Francisco Examiner
August 1, 1967

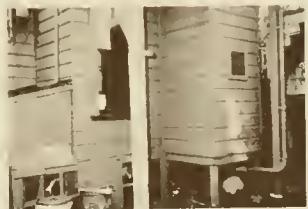
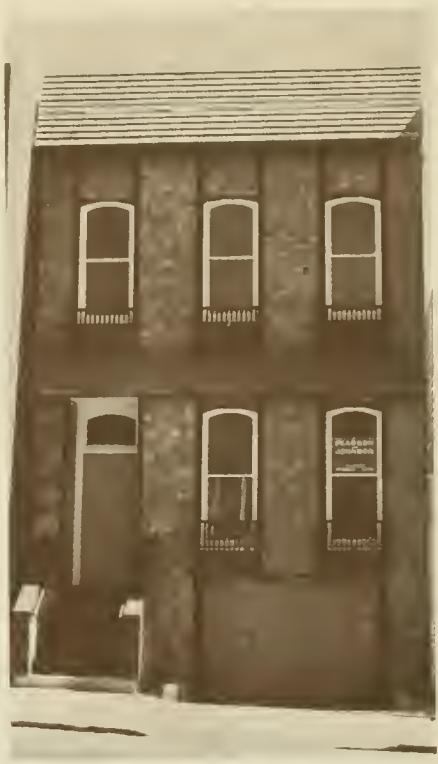
More Socially Oriented Housing For Western Addition A-2



These are the housing sponsors for each block:

1. Robert Lewis representing Fillmore Community Development Association
2. The Reverend G. L. Bedford representing Banneker Homes
3. John H. Wiley representing Most Worshipful Prince Hall Grand Lodge
4. Morris Less representing Building Material & Construction Teamsters, Local No. 216
5. Julian Richardson representing Fillmore Community Development Association
6. Ulysses J. Montgomery representing Fillmore Community Development Association
7. The Reverend F. O. Haynes representing Third Baptist Church
8. C. R. Johnson representing Construction and General Laborers Union, Local 261
9. The Reverend E. L. Evans representing Friendship Institutional Baptist Church
10. The Reverend J. Austell Hall representing Bethel A.M.E. Church
11. James B. Phillips representing Grove Development Company
12. The Reverend D. Manning Jackson representing El-Bethel Baptist Church
13. Or, Wesley F. Johnson representing Johnson Development Company
14. Floyd Pierce representing Jones Memorial Homes, Inc
15. Paxton Beale representing Beale Eye Foundation
16. Archbishop Nitzen Ishida representing Japanese-American Religious Foundation of San Francisco
17. The Reverend H. G. Green representing Turk Development Company
18. William E. Guhne representing Community Estates (Seventh Day Adventists)





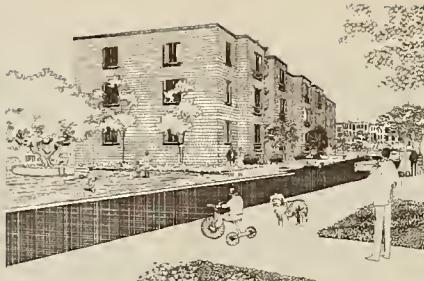
Rehabilitation of older homes remained a key feature of the Agency's Western Addition A-2 development in 1967-68. Under the Federal Housing Authority's Section 312 program, property rehabilitation loans are made at 3 percent for 20 years.

During the first six months of 1968-69, more than \$1 million worth of rehabilitation work will be taking place in Western Addition A-2, under both private and Section 312 financing.

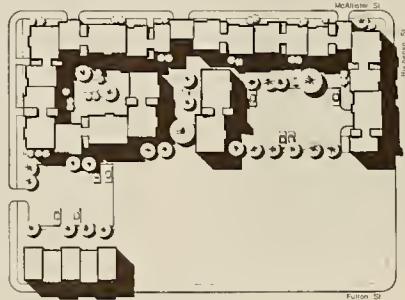
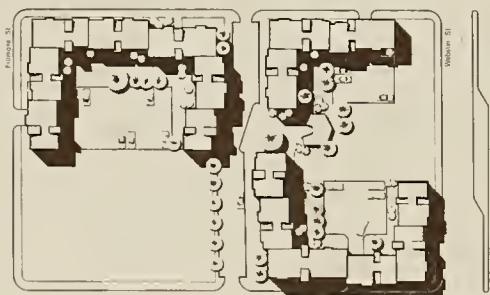
- On the left, the home of Mr. and Mrs. Nelson Williams, as rehabilitation proceeded, inside and out. Contractor: Al Green.
- On the right, the before and after of a home owned by Mr. and Mrs. Hitoshi Marumoto and Mrs. Iye Izumi. Contractor: Pearson & Johnson

Photos: Agency staff





Redevelopment means a variety of new housing for San Francisco. The Friendship Institutional Baptist Church development (sketches and site plan) will be for 164 low-to-moderate income families of Western Addition A-2. Architects: Jonathan D. Bulkley & Associates and Igor Z. Sazevich.



People & Places

San Francisco's wide-ranging redevelopment program covers eight project areas — all in various stages of renewal.

Western Addition A-1 is virtually completed.

Golden Gateway is proceeding towards completion.

Diamond Heights is well along the way.

Western Addition A-2 has begun.

Yerba Buena Center is under way.

The Chinese Cultural and Trade Center is under construction.

Hunters Point will soon start construction.

And Butchertown is in the final stages of planning.

Renewal in San Francisco involves substantial acreages, enormous sums of money and, most important of all, great numbers of people.

It is the people who make redevelopment work — or not work.

And especially in San Francisco, all kinds of people — black and brown, yellow and white, architects and activists, businessmen and builders, ministers and militants, planners and poverty workers, amateurs and professionals of all backgrounds and skills.

For the overwhelming part, people have made redevelopment work in San Francisco.

Except in rare instances, however, neighborhoods cannot renew themselves.

Nor can a city renew an area without some degree of citizen partnership that reflects its residential, institutional, and business interests.

The more constructive the partnership, the better the program.

Mayor Joseph L. Alioto formally recognized this shortly after taking office, when he officially proclaimed "constructive neighborhood participation with agencies of government in the planning and creation of better neighborhoods . . . essential in the building of an even greater San Francisco . . ."

The Mayor singled out Hunters Point and the Nihonmachi (Japanese Town) portion of Western Addition A-2 for special commendation.

But there have been excellent examples of citizen



The American Housing Guild homes, also on Diamond Heights, are offered at market rates. Architect: Fisher-Friedman Associates, I.A. Photos: Joshua Freiwald



participation as well in Diamond Heights, Yerba Buena Center, Butchertown, and throughout the entire Western Addition.

The ranges of success in collaborative planning are best illustrated, however, in Hunters Point and A-2.

On the Hunters Point ridge live approximately 700 families, 96 percent of them Black, in patched-up "temporary" war housing declared "almost uninhabitable" in 1948.

Schools are crowded and inadequate. Recreation and playground areas are scarce and barren. Parks are nonexistent.

In January 1966, a small group of Hunters Point residents approached the Agency, stating their desire to be a partner in the rebuilding of their neighborhood. The Agency's response was an immediate "yes".

That original handful of residents has grown to more than 125, representing more than 43 different organizations, and is now known as the Bayview-Hunters Point Joint Housing Committee.

Since then, the Committee and the Agency staff have worked closely together for thousands of hours in all phases of planning a new community. In March 1968, they reached the dramatic point of approving the preliminary master plan.

City and Federal approvals of the final plan are anticipated. Land is being assigned to community-based housing sponsors. The Committee and the Agency are determined that construction will begin in 1969.

Western Addition A-2 represents a far more complex situation.

For here are thousands of minority families, the dominant group in the area, along with many single and aged persons, most of them white.

Here are Automobile Row dealers, a deteriorated shopping district, a grouping of secondhand furniture merchants, a Japanese-American business and residential community, storefront as well as long-established traditional churches, and leaders of various Black movements.

No single, monolithic organization is likely to represent all of these diverse interests.

Moreover, a small band of activists has been able at times to delay and to frustrate the building of new housing.

But new forces are emerging.

Increased partnership has become possible as old and new community interests have concluded that their participation in the sponsorship of low-to-moderately priced housing — one of the greatest needs of the area — is vital.

The same applies to job programs jointly undertaken by community groups and the Agency.

The contributions of leading Black ministers, Black trade unionists, the Economic Opportunity Council and Japanese-American leaders have been particularly helpful.

As a result, effective collaboration has already produced the first step toward a new Japanese Town. It has also produced the first step in a long series of socially oriented housing developments to come in the Western Addition — the groundbreaking for Martin Luther King Square, the first of 26 low-to-moderately priced apartment developments to be built in A-2 by and for A-2 residents.

Similarly, constructive citizen participation has been significant in the progress made in other renewal areas.

On three hills in the heart of San Francisco, the Diamond Heights Neighborhood Association has been instrumental in helping the Agency build a better neighborhood through consultation and constructive comment on plans for new housing and works of art.

In Butchertown, the Joint Housing Committee, the Greater San Francisco Chamber of Commerce, and the Agency have explored together the means of attracting industries which can produce the greatest number of jobs for residents of the Bayview-Hunters Point area.

And in Yerba Buena Center, the hotel industry and downtown business groups continued to support the development and financing of convention facilities.

As a result, hotel room tax funds have been allocated by the Board of Supervisors to help fund the Yerba Buena Center Sports Arena-Convention Center.

by the Board of Supervisors to help fund the Yerba Buena Center Sports Arena-Convention Center.

Collaboration among 28 separate social agencies and the Agency resulted in the establishment of the New Start Center, a new source of hope for thousands of Skid Row residents of the Yerba Buena Center area.

In sum, citizen participation is being increasingly experienced as an essential ingredient of the renewal process.

It is, as Mayor Alioto has stated, "a militancy of the highest order", and "San Francisco has an opportunity to show a nation the way in this positive area."

It will not solve all problems, and there will be occasions when it is unworkable or late in maturing.

But it is worth our best attentions and efforts.



Planning & Development

- An entire new Hunters Point residential community with emphasis on low-to-moderately priced private housing, schools and educational programs, parks, playgrounds, shops, and a community center.
- A new 122-acre Butchertown industrial park—designed especially to provide jobs for those who live in the Bayview-Hunters Point community.
- The changing of a blighted 276-acre residential and business area of the Western Addition into an attractive new community.
- A new Nihonmachi (Japanese Town) of shops, houses, and pedestrian bridges.
- The building of socially oriented, moderate-priced private housing as well as market-oriented private housing on Diamond Heights.
- A new downtown convention center, 14,000-seat sports arena, parking garages, office and commercial space, and two theaters—all for the two central blocks in Yerba Buena Center.
- A boldly designed Embarcadero Center of shops, office buildings, a hotel, three theaters, and urban park at the foot of San Francisco's new Market Street.
- The creation of art galleries on unused land beneath two freeway ramps on the edge of the Golden Gateway.

These are a few of the plans and programs of the Agency.

They indicate the range, scope and blend of the social and physical planning in existence and what we call "operational planning."

Housing

One of San Francisco's most basic and pressing needs is more housing—All kinds of housing, but particularly low-to-moderately priced housing.

During 1967-68, the Agency concentrated its housing efforts predominantly in this area.

Priority was given to nonprofit sponsors in the allocation of sites so that quality housing at the lowest possible price could be attained.

Under this program, land costs are reduced and 3 percent, 40-year mortgage loans are made—enabling the sponsors to charge monthly rents \$20 to \$50 below the market.

Moreover, the Agency, the San Francisco Housing Authority, and housing sponsors began collaborative efforts to lease as much as one-third of the new units to low-income families at even lower rents through a special Housing Authority program.

Ground was broken April 1968 for the first of many such projects in Western Addition A-2—Martin Luther King Square.

The entire block of Martin Luther King Square will have 110 garden apartments, a landscaped central mall, and generous open spaces and play areas.

As with all of the socially oriented housing to follow, this development will be built, owned, and managed by the community for the community.

The neighborhood sponsor, the Fillmore Community Development Association, will select Western Addition residents for tenants in accordance with relocation priorities developed by the neighborhood and the Agency.

This development has a significance apart from its name—that of a noble American leader concerned with social and economic justice for all poor people. Financial feasibility of the housing became very questionable for several months. Reduction of the price of land was one of many subsidies, but the Agency was not authorized to reduce it as low as we considered important for the economic health of the project.

However, the cooperation and ingenuity of its sponsors, architects, contractors, the Department of Housing and Urban Development, and City Government finally moved this important new housing resource into production.

Sponsors have been selected for 17 additional sites—and many are at work developing architectural plans and arranging financing.

Thirteen sponsors represent the Black community, including the largest fraternal organization and community churches in the Western Addition.

In addition, the Agency expanded its efforts to supply moderately priced housing in other renewal areas:

- The last Western Addition A-1 site will be devoted to such housing if subsidy through reduction of the price of land can be arranged.

- In Diamond Heights, one large moderately priced project, Glenridge, started construction in 1967, and a second, sponsored by the Mission Neighborhood Centers, is on the drawing boards.

At the same time, interest in rehabilitations continued at an improved level—and during the year a number of homes were rehabilitated under the Agency program in A-2. Up to 2400 existing residential units will remain available in that area through the use of rehabilitation when necessary.

In addition, more new private housing at market rates was completed in Diamond Heights, Golden Gateway, and A-1.

In summary, more than half of the 10,730 new housing units yet to be constructed in San Francisco's renewal areas will be low-to-moderately priced.



Rehousing

More than 1500 families and single persons from Western Addition A-2 and Yerba Buena Center have relocated — to generally better and sometimes less costly housing.

The majority used Agency staff assistance for social services, the location of housing, moving expenses, and so on.

Yet, in any renewal program of San Francisco's magnitude, fears of insensitive or indifferent treatment are inevitable.

Several measures, however, have strengthened the realization that the record does not support the fears —

■ For the first time, San Francisco has placed the responsibility for the city's relocation policy where it belongs — in the Office of the Mayor.

■ And for the first time, an independent Relocation Appeals Board — unique perhaps in the nation — dispelled the allegations of bulldozer displacements by the Agency.

In its report on May 1, 1968, the Relocation Appeals Board also pointed out —

"... The Redevelopment Agency staff appears to be sensitive to the needs of families and individuals and attempts to ease the hardships by listening to their problems and providing services.

"For example, out of 1,800 cases in the workload, some 300, through the assistance of the Agency staff, have received increased benefits (welfare, social security, veteran's benefits, etc.).

"In addition, many have benefited from referrals to health agencies and other service agencies."

Additional aspects of the Agency's rehousing program include:

- Preference certificates, giving A-2 households first opportunity to live in the new housing completed in their own neighborhoods.
- Homemaker services.
- A finder's fee program to make available more standard units at moderate rentals.
- A program for temporary relocation of households from unsafe buildings.
- Relocation services for households living outside of renewal areas which are displaced through code enforcement and for emergency cases.
- Coordination of relocation and construction of new housing to minimize family disruption and maximize the opportunity of current residents to remain in the A-2 area.
- Additional financial aids for very difficult relocation cases, a resource long advocated in an uphill effort by the Agency, were authorized by the city.

In total, the Agency's rehousing program is as comprehensive as the law allows.

It is not perfect, but it can be made better. And it will be.

Even so, some criticism will continue to be heard, because of a fundamental disagreement over policy. Some maintain there must be a commitment to rehouse everyone where he happens to live at the moment the Agency enters the picture.

The Agency believes it is better policy to give the household an effective choice of living in that area or in other areas — but in either case in greatly improved circumstances.

The Relocation Appeals Board approached its assignment impartially although undoubtedly with some of the reservations about the Redevelopment Agency's program that are shared by some in the community. Notwithstanding, the Board, in its limited experience to date, finds no basis for the charges of alleged "inhumane treatment" by the Agency. It is significant to note that the Relocation Appeals Board's invitations to individuals and groups making charges to document the complaints and submit them to the Board were ignored.

Hopefully, under the dynamic leadership of Mayor Alioto and the Board of Supervisors, much of the energy that has gone into criticism can now be channeled into finding new ways to increase the supply of low and moderate priced housing.



Relocation usually means cleaner and better homes for people — and bigger and better locations for businesses.

Mrs. Gertrude Robinson moved from a blighted block and small room to a bright studio on O'Farrell Street which is leased by the Housing Authority under the Section 23 program.

Farid El Araj moved his grocery to a better corner, at Steiner and Waller Streets.

Photos: Karl H. Riek

Business

Only a few years ago people speculated that renewal might cause loss of real estate tax revenue to the City.

Now with proof of tax gain at hand, citizens are concerned with the choices of many worthwhile things to be done with the extra return.

In San Francisco, the Board of Supervisors this year approved the use of tax increments from the Golden Gateway project for the building of the Embarcadero Rapid Transit Station in the project area.

The Board also endorsed the use of extra tax monies from redevelopment for relocation assistance.

Both the rapid transit station and the Embarcadero Center represent investments for the creation of jobs for many generations of youngsters graduating from our schools.

In short, redevelopment in San Francisco has meant — and will continue to mean — better business, big and small.

During 1967-68:

- Work started on the first of the Embarcadero Center office buildings — 45 stories.
- First stages of construction of the park and art gallery area beneath the Clay-Washington freeway ramps adjoining the Golden Gateway were approved.
- The Japanese Cultural and Trade Center was completed with formal dedications of the Miyako Hotel, Kintetsu, and San Francisco Buildings, and celebrated with a highly successful first annual Cherry Blossom Festival in March 1968.
- The first formal step, the signing of a contract with a neighborhood association, was taken toward the creation of the new Nihonmachi (Japanese Town) with its new and old shops.
- Work progressed toward a Fillmore Business Center in Western Addition A-2, as did further explorations toward a McAllister Mart of shops.
- The Agency contracted with a joint venture of internationally known architects to prepare plans and a marketing program for the two central blocks and breakthrough area to Market Street in Yerba Buena Center.



The groundbreaking for the first Embarcadero Center office building — of 45 stories — was another big day

In the top photo, the model of the towering building — the reason for the smiles — is shown to the gathering

On the left, architect John Portman (at microphone) speaks, as (seated, from left) other speakers, M. Justin Herman, Mayor Joseph L. Alioto, David Rockefeller, and Trammell Crow await their turns.

Developer: Embarcadero Center, a joint venture

Architect: John Portman, A.I.A., of Edwards and Portman (Atlanta)

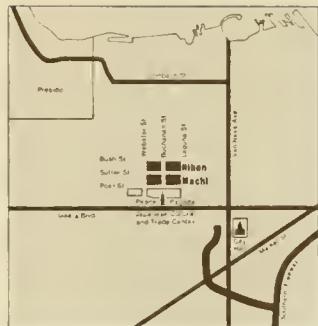
Photos: Karl H. Riek



San Francisco's
**NIHON
MACHI**
In the
Western
Addition
Area 2

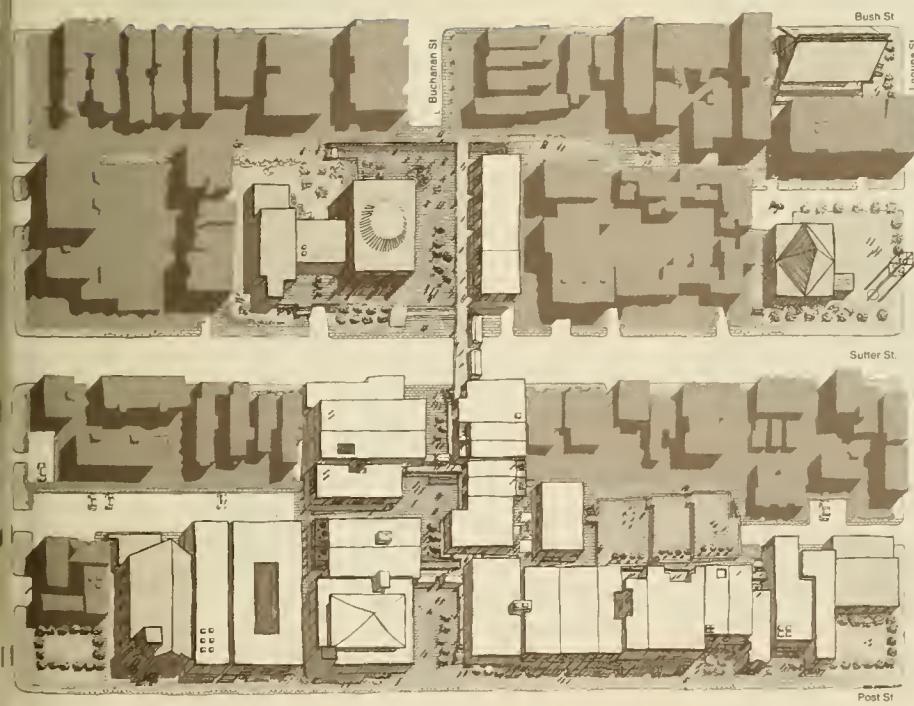
日本
街

The calligraphy, by Masae Yamamoto, means Nihonmachi or Japanese Town.



On March 19, 1968,
the Redevelopment Agency signed an agreement to sell
sites to the Nihonmachi Community Development Corporation –
the first step toward creation of a
new Japanese Town in Western Addition A-2.

Masao Ashizawa, president of the Nihonmachi Corporation,
signed for the Japanese American community (upper left,
opposite page). Mayor Alioto also commemorated the
occasion, beneath a Japanese paper carp (upper right, opposite page),
symbol of bravery and vigor. A major shopping mall (shown in sketch)
will be a key feature.



Nihonmachi Western Addition Area 2

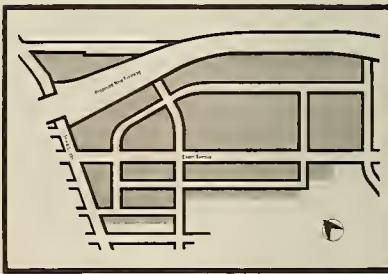
Commercial

Public and Institutional

Residential

The four square blocks where the renewal will take place (map and site plan, this page) have been the center of the Japanese-American community in San Francisco since shortly after the earthquake and fire of 1906.
Site Plan. Mark Gorrell

Butchertown An Old Name A New Industrial Park



Opening of the new Japanese Cultural and Trade Center (silhouette above) was one of the year's high points.

Upper right, entrance to Peace Plaza with Myako Hotel in the background.
Architects: Minoru Yamasaki and Van Bourg/Nakamura and Associates
Photo: Harlan Hayakawa

Upper left, the tokonoma, a Japanese traditional niche for esthetic displays,
is a feature of the corner suites of the hotel.
Photo: John Gorman

On the right, the view from the Miyako, overlooking construction of the Peace
Pagoda designed by Professor Yoshiro Taniguchi.
Photo: Karl H. Riek

Silhouette: Courtesy of Aizawa Associates.

Butchertown —
A blighted industrial area will become a new industrial center.
Photo and Maps: Agency Staff

Community Facilities

Parks, plazas, tot lots, schools, health centers, theaters, community centers —

The Agency has always placed great emphasis on the development of attractive and functional community facilities in every project.

The emphasis has never been greater than in 1967-68.

Project by project, this is what was happening —

Hunters Point:

Plans developed in collaboration with the community call for an abundance of park and recreational areas, pedestrian pathways, and open spaces for the New Hunters Point community.

The placement of a reservoir underground will provide for additional activity space in the form of tennis courts and tot lots.

A neighborhood center will serve as the hub of activity atop the hill.

The Board of Education has selected sites for two new elementary schools and will extensively remodel an existing school.

The Agency is confident that the recreation and school facilities will be built — in keeping with new educational programs funded for the area — despite temporary setbacks in 1967-68.

Golden Gateway:

Maritime Plaza, on top of the two-block public garage between Clay and Washington Streets in the Golden Gateway, was dedicated for public use.

Plans were completed for the Embarcadero Plaza, an urban park at the foot of Market Street.

Western Addition A-2:

The Western Addition area's first tot lot was recently completed, transforming an unsightly vacant lot into a compact play and rest area for the neighborhood.

The tot lot was constructed with an \$8,000 contribution from the developers of the Embarcadero Center.

Neighborhood residents were employed to build the mini park and organizations such as Pacific Gas &

Electric, Economic Opportunity Council, the planning firm of Whisler-Patri Associates, and many merchants contributed time and money to guarantee its success. This tot lot is only the first of more than 20 such Projects to be built, some permanent, some temporary, in A-2. All will utilize neighborhood talents and skills.

The Agency continues to conduct an active program of making office space available to nonprofit neighborhood service groups. To date more than 16 organizations are carrying on active, meaningful programs in the A-2 area with Agency participation.

Yerba Buena Center:

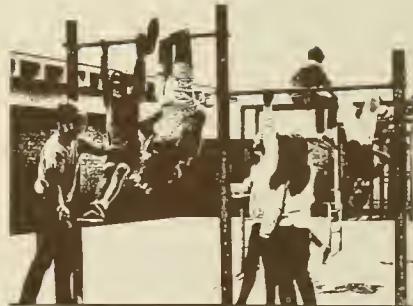
Landscaped plazas, pedestrian ways, and two theaters are programmed as part of the central blocks in Yerba Buena Center. The theaters, one of 2200-2400 seats and the other of 1800 seats will be located on superb sites in a controlled environment and will add to the area's vitality.

Diamond Heights:

The city's newest elementary school opened its doors to more than 500 children who reflect the cosmopolitan racial population of San Francisco's youngsters.

Preliminary plans for a new high school were underway.

Plans for the George Christopher Recreation Center were completed and readied for construction bidding.



Top: Scene at playground of the new Diamond Heights school.

Bottom: Noontime at one of San Francisco's sunniest new parks, Sydney G. Walton Park in the Golden Gateway.

Photos: Karl H. Riek

Employment

Redevelopment also means jobs — construction jobs and permanent office and commercial jobs and industrial jobs — by the thousands.

The construction of Embarcadero Center alone will require 15,000 man-years of effort.

Construction in Yerba Buena Center will result in 10,000 man-years of work.

Similarly, construction jobs by the thousands will also be created in Western Addition A-2, Hunters Point and Butchertown.

Moreover, upon completion of Embarcadero Center, the Golden Gateway project should provide approximately 22,000 jobs.

The number of office, commercial, and industrial jobs in Yerba Buena Center will increase from 5000 to 14,500.

A great opportunity for employment of unskilled and minority workers exists in Butchertown, where employment will go from 1400 to 4200.

Industries likely to give employment to Hunters Point-Bayview residents will be encouraged to establish in Butchertown industrial park.

On another front, the Agency's Affirmative Action Program was responsible for increased hiring of minority workers by building contractors and subcontractors of various renewal jobs.

There were other significant developments in the Agency's training and employment programs.

■ The Agency's own contracts provide temporary employment during the year for 95 renewal teenagers in such work as surveying, carpentry and salvage.

■ The Agency initiated its own summer work program for renewal area youth, based on the city's New Careers plan, and 11 young men and women began on-the-job training assignments which hopefully will lead to permanent jobs in the future.

■ Free space was provided to such groups as Youth for Service, the Western Addition Rebels, and the Opportunity Industrialization Center for their job training programs.

■ And in June 1968, the Agency initiated a self-help program which will provide more than 400 productive jobs for unemployed A-2 residents during the next five years and at the same time improve community services. Training and experience will be acquired chiefly in the areas of property management, neighborhood beautification, and security services.

Finally, through pursuit of a deliberate program encouraging more minority employment, 40 percent of the Agency's employees are now from minority groups.

Construction work — big and small — boomed during the year.
Lower left: At work on the Sequoias — San Francisco, a retirement complex in Western Addition A-1. Photos: Karl H. Riek
Below: Renewal area residents at work on the city's first tot lot, in Western Addition A-2. Photos: Agency staff



Social Services

The social services provided by the Agency are perhaps the least known.

Yet they often have the most positive impact in providing personal help to individuals and families in renewal areas.

For example, during 1967-68, more than 1500 residents of Hunters Point and Western Addition A-2 were aided in a variety of ways —

Through child care programs, budgeting classes, senior citizens activities, food stamp and other welfare aids, counseling in cooking and sewing, transportation to and arrangements for clinic and hospital treatment, and much more.

Many had refused such aid in the past.

Others had been beyond help of other agencies.

And still others had never known where to look.

The most prominent social service program, however, is provided by the New Start Center.

It was opened in Yerba Buena Center to meet the medical, psychological, social, and economic problems of 250 families and 3000 single men and women in South of Market's Skid Row.

In the first year they sought and obtained:

- 180 complete medical examinations
- 296 chest X rays
- Medication or referrals for treatment (116 instances)
- Counseling on securing jobs, training, health services and welfare benefits (605 cases)

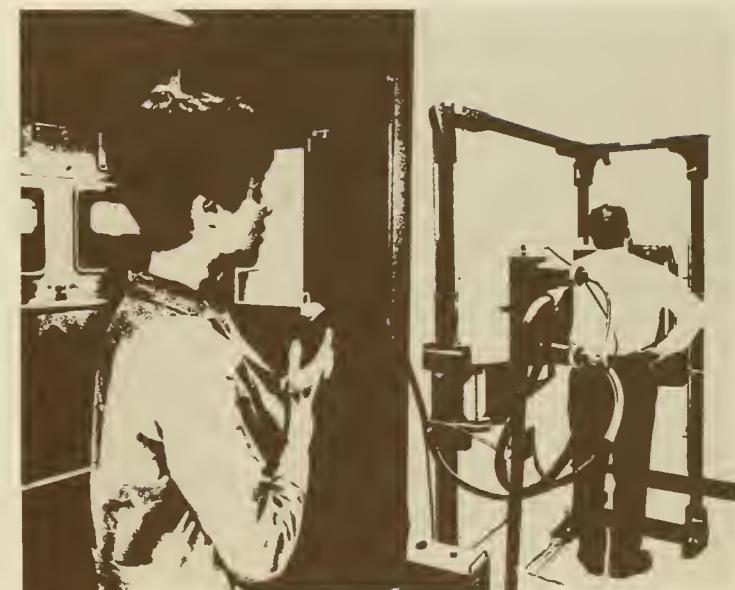
The New Start Center, as all Agency social services, operates only in fullest cooperation and coordination with numerous private and public social agencies in the city



The Agency's social service program was increased greatly during the year.

Above, the homemaking center in Western Addition A-2.
Photo: Agency staff

On the right, one service — free chest X rays — provided at the New Start Center
Photo: Karl H. Riek



Cultural Activities

In Chinatown, where the old Hall of Justice once stood, a distinctive Chinese Cultural and Trade Center is now being built.

In the new Japanese Cultural and Trade Center, Ambassador Takeso Shimoda dedicated the Peace Pagoda and Plaza to the people of San Francisco as an expression of the friendship of the Japanese people for the people of the United States.

Programs of display of Japanese art, flower arrangements, and crafts also appeared in the Center.

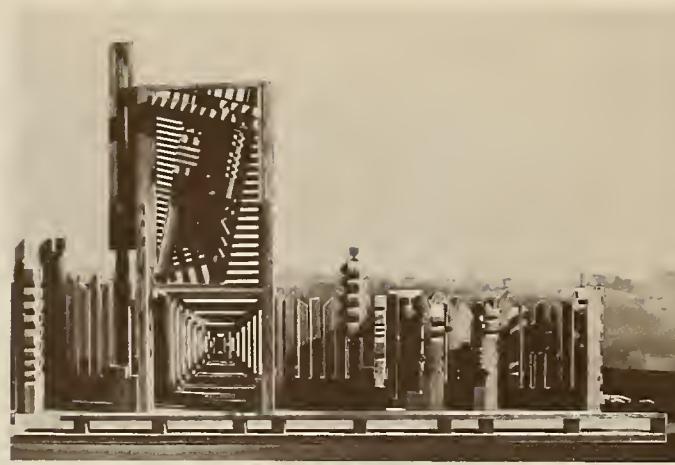
The Agency has long encouraged community efforts to create new cultural resources, particularly those which preserve and enhance the character and traditions of the city's many national and ethnic neighborhoods.

Further, an Agency requirement on major developments is that at least one percent of the cost of construction be devoted to exterior works of art.

In the Golden Gateway, two new sculptures — Jan Peter Stern's "Limits of Horizon II" and Henry Moore's "Standing Figure, Knife Edged" — were completed and dedicated in 1967-68.

And on Diamond Heights, Stefan A. Novak's decorative safety wall — a monumental redwood sculpture — will shortly arise on the hill's pinnacle, and become its city-wide landmark.

Finally, the city's new theaters are appearing predominantly in renewal areas — four scheduled in the Golden Gateway, one in the Japanese Cultural and Trade Center and two under consideration in Yerba Buena Center.





This page:
On the left, "Standing Figure, Knife Edged".
Sculptor: Henry Moore
Photo: Karl H. Riek

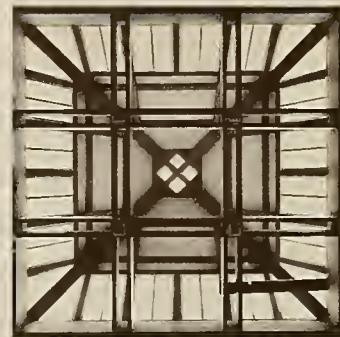
On the right, Shinto ceremony, dedicating the
Japanese Cultural and Trade Center.
Photo: Oliver Goldsmith

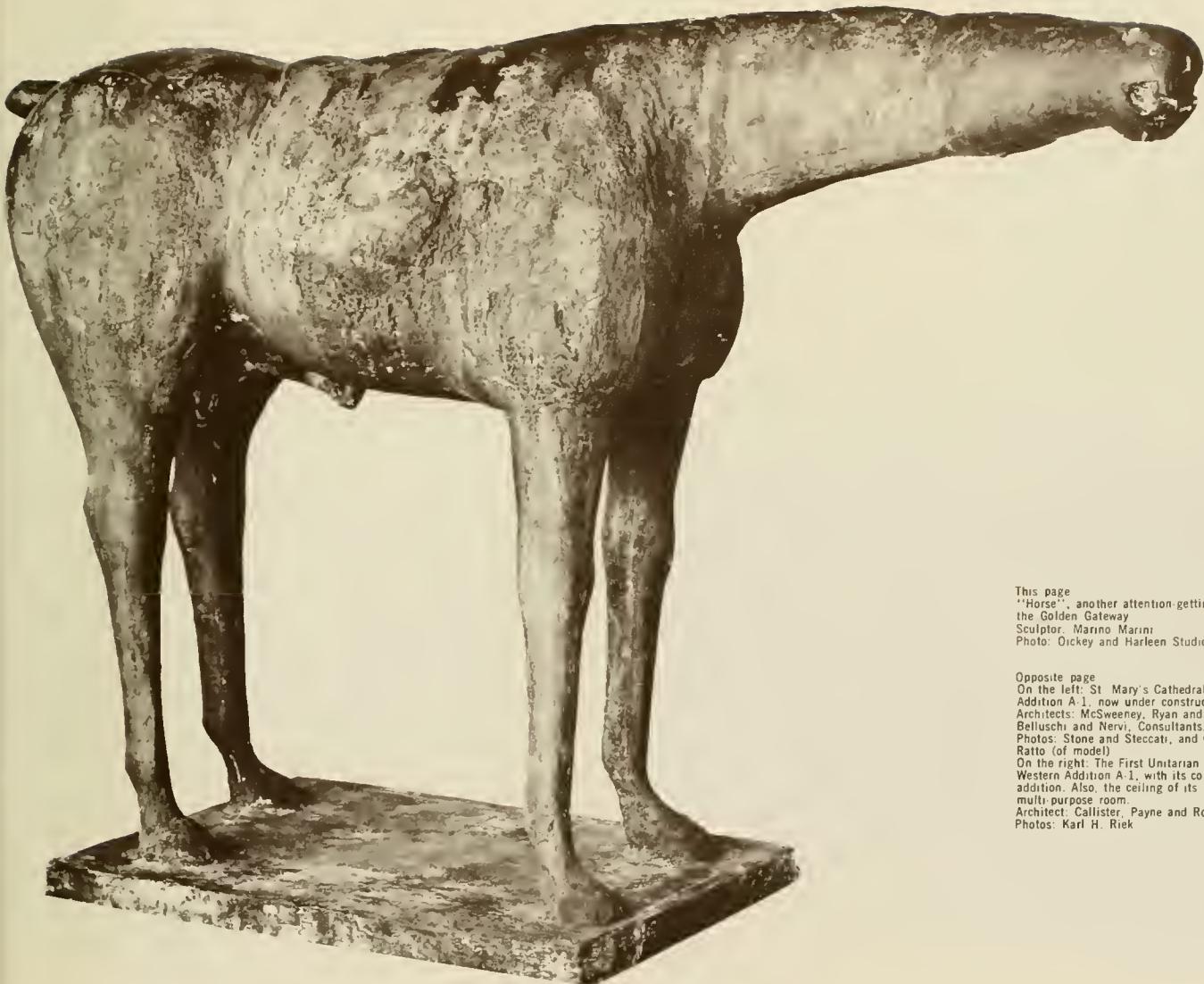
Opposite page:
Top, Diamond Heights decorative safety wall.
Sculptor: Stefan A. Novak
Photo: Agency staff

Lower left, Bronze sculpture (in the Golden Gateway)
Sculptor: Jacques Overhoff

Lower right: "Limits of Horizon II"
Sculptor: Jan Peter Stern
Photos: Karl H. Riek







This page
"Horse", another attention-getting sculpture in
the Golden Gateway
Sculptor: Marino Marini
Photo: Oickey and Harleen Studios

Opposite page
On the left: St. Mary's Cathedral in Western
Addition A-1, now under construction.
Architects: McSweeney, Ryan and Lee, A.I.A;
Belluschi and Nervi, Consultants.
Photos: Stone and Steccati, and Gerald
Ratto (of model)
On the right: The First Unitarian Church in
Western Addition A-1, with its completed new
addition. Also, the ceiling of its
multi-purpose room.
Architect: Callister, Payne and Rosse
Photos: Karl H. Riek

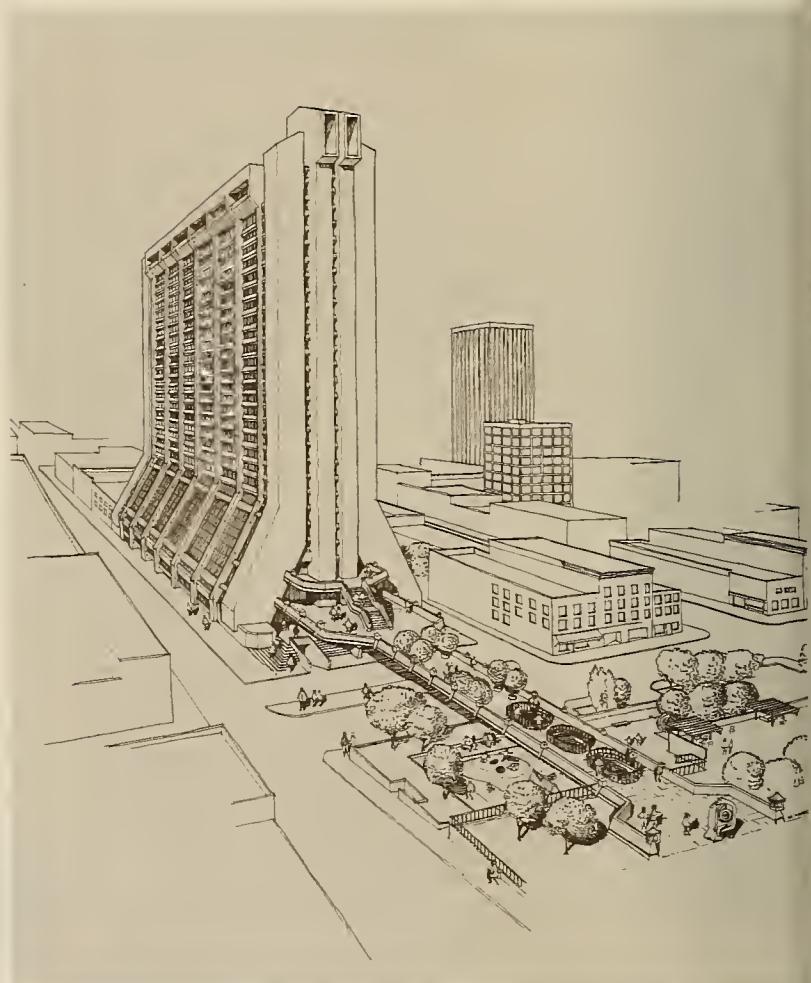
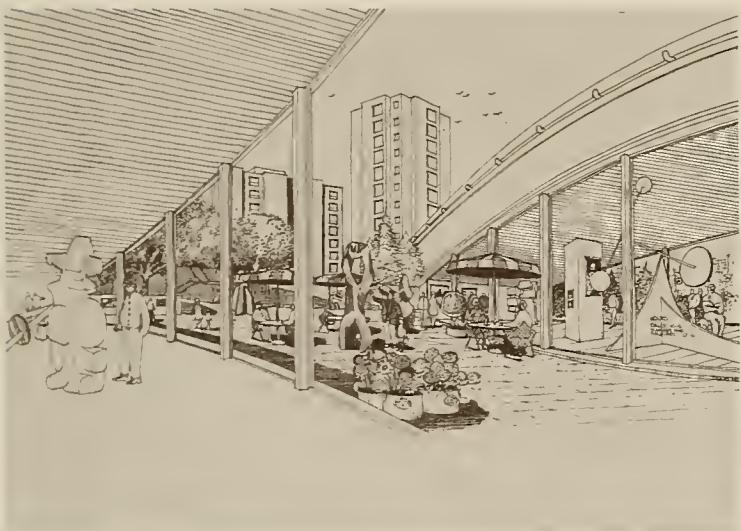
Three of the most striking landmarks to come in San Francisco:

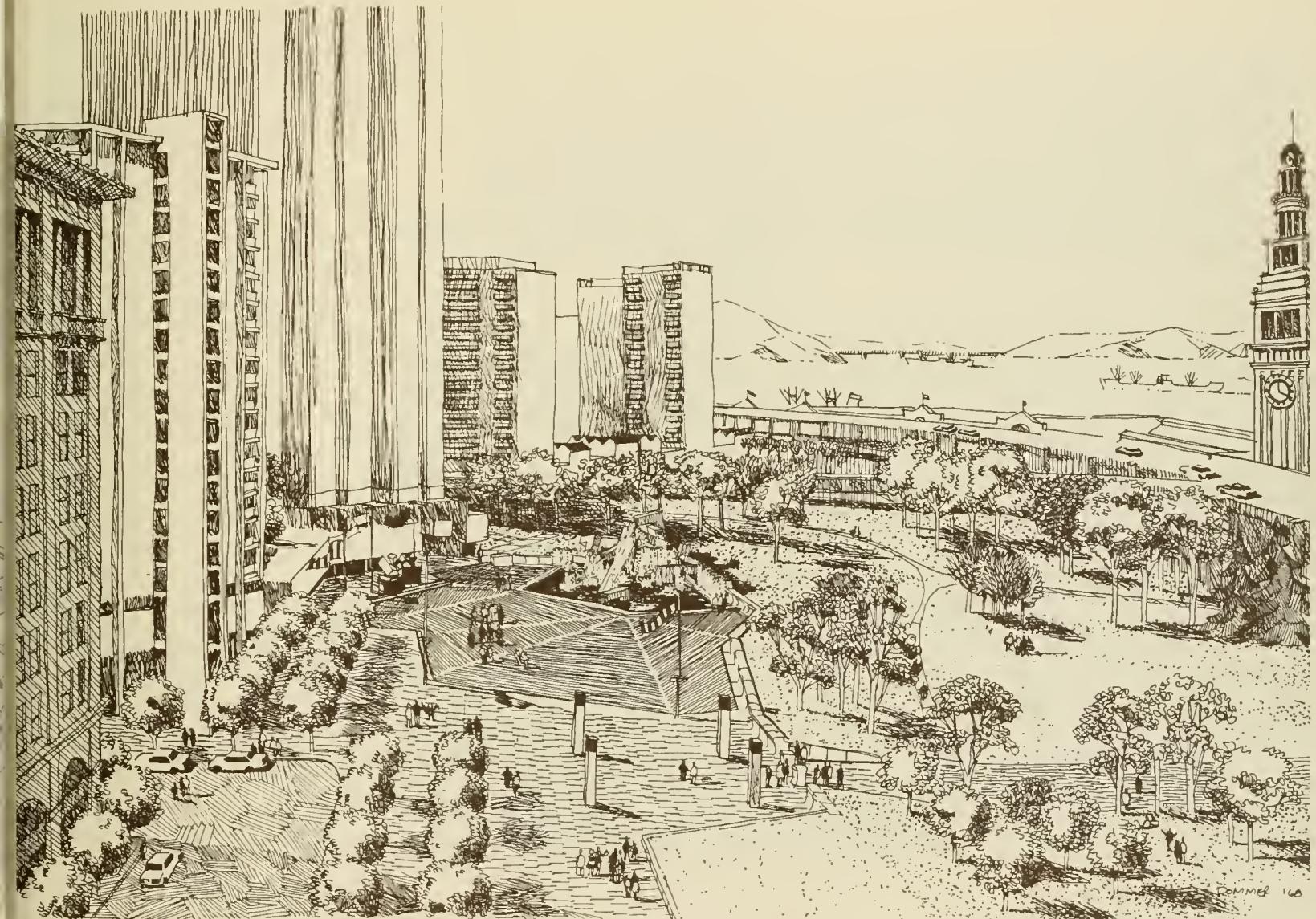
* A series of private art galleries, uniquely placed in now wasted land underneath ramps to the Embarcadero Freeway, by the Golden Gateway.
Drawing: Willie Lang

* A distinctive Chinese Cultural and Trade Center, its bridge, spanning Kearny Street, will link the center to world-famous Chinatown.
Architect: Clement Chen and Associates

John Carl Warnecke and Associates
Drawing: Marc Treib

* And (opposite page) the Embarcadero Plaza, a four-acre urban park just west of the city's Ferry Building.
Designed by: Lawrence Halprin and Associates, Mario J. Ciampi, F.A.I.A., and John S. Bolles, F.A.I.A.
Drawing: Willie Lang





Comparison of Assessed Valuations & Tax Revenues Before & After Redevelopment For Projects In Execution

Assessed Values	Total	Western Addition		Golden Gateway	Western Addition		Yerba Buena Center
		A-1	Diamond Heights		A-2		
Prior to Redevelopment	\$46,943,235	\$ 2,849,300	\$ 368,300	\$4,746,600	\$30,227,634 ^b		\$8,751,401 ^b
1965-66	13,398,673	7,632,250	2,885,453	2,880,970			
1966-67	21,619,321	10,184,617	4,509,224	6,925,480			
1967-68	67,834,141 ^a	11,628,150	7,286,331	9,940,625	30,227,634		8,751,401
Taxes at \$8.80/\$100 ^c							
Prior to Redevelopment	4,130,708	250,612	32,384	417,648	2,659,976		770,088
1967-68	5,969,256 ^c	1,023,304	641,168	874,720	2,659,976		770,088
Increment	1,838,548	772,692	608,784	457,072			
Estimate When Complete	15,356,000	1,232,000	1,320,000	4,444,000	3,520,000		4,840,000

^a The current rate is applied to all columns of assessed value for purposes of comparison.
^b Values adjusted to 1967-1968 tax year to reflect reassessment.
^c Subject to adjustment by Tax Appeal Board.

Project Expenditures & Project Financing

Agency (Federal Loan) Expenditures	IN EXECUTION						IN PLANNING		
	Total Projects	Yerba Buena Center	Area A-2 Western Addition	Golden Gateway	Diamond Heights	Area A-1 Western Addition	Chinese Cultural and Trade Center	Hunters Point	Butchertown
Survey and Planning	\$ 6,186	\$ 1,039	\$ 1,697	\$ 105	\$ 590	\$ 283	\$ 5	\$ 1,832	\$ 640
Legal and Administrative	33,213	4,366	13,288	1,917	1,866	1,438	5	5,196	5,137
Real Estate Purchases and Acquisition Expenses	169,393	36,090	68,878	21,524	2,054	14,909	850	4,060	21,028
Site Clearance and Improvements	32,969	3,679	5,881	2,193	4,999	924		10,781	4,512
Relocation, Prop. Mgt. & Rehabilitation	3,008	64	3,174	(1,184)	(2)	110		405	441
Disposition	1,585	470	160	415	110	52	25	40	313
Interest (Net)	13,489	1,861	5,200	1,759	493	861		1,500	1,815
Contingencies	12,713	1,655	4,253	358	359	642		3,127	2,319
Totals	272,556	49,224	102,531	27,087	10,469	19,219	880	26,941	36,205
City (Grant-in-Aid) Expenditures									
Garages	24,280	17,267		3,656		3,357			
Other	60,159	3,418	9,134	24,594	7,727	6,686		6,951	1,649
Gross Project Cost	356,995	69,909	111,665	55,337	18,196	29,262	880	33,892	37,854
Less: Proceeds from Project Land	80,762	18,599	10,500	21,306	11,851	10,206	850	2,450	5,000
Profit from Completed Projects	1,543			1,543 ^c					
Net Project Cost	274,690	51,310	101,165	32,488	6,345	19,056	30	31,442	32,854
City Share Available (Includes City Expenditures, Cash and Credits)	89,091	21,475	10,134	29,675	7,888	10,443	30	7,147	2,299
City Share Needed in cash or credits	2,493								2,493
Federal Project Grant	183,106	29,835	91,031	2,813	(1,543)	8,613		24,295	28,062
City Minimum Share	91,584	17,103	33,722	10,830	2,115	6,352	30	10,481	10,951
City's Pooling Credits	4,372	(23,588)		18,845	5,773	4,091		(3,334)	(6,159)
Federal Relocation Grant	9,736	1,321	5,773	570	3	297		321	1,451
Total Federal Grants	192,842	31,156	96,804	3,383	(1,540)	8,910		24,616	29,513

NOTE: All projects with exception of Chinese Cultural and Trade Center are financed with Federal assistance.
Cash carry-over from Diamond Heights.

This has been the story of renewal in San Francisco in 1967-68.

The people and places are defined.

The programs are working – but can be made to work better.

To that end, we renew our own energies and imaginations.

It is a worthy goal.

For all San Franciscans to live together in a new dignity and harmony and beauty is worth the finest all of us can contribute.

Joseph L. Alioto, Mayor

Board of Supervisors:

John A. Ertola, President
William C. Blake
Roger Boas
Terry A. Francois
James Mailliard
Leo T. McCarthy
Robert H. Mendelsohn
Jack Morrison
Ronald Pelosi
Peter Tamaras
Dorothy von Beroldingen

August 1968

San Francisco Redevelopment Agency

Walter F. Kaplan, Chairman
Victor K. Atkins, Vice Chairman
Stanley E. Jensen
Francis J. Solvin
Dr. C. Joseph Wellington



M. Justin Herman
Executive Director



Redevelopment In San Francisco

- GOLDEN GATEWAY
- DIAMOND HEIGHTS
- WESTERN ADDITION, AREA 1
- WESTERN ADDITION, AREA 2
- YERBA BUENA CENTER
- CHINESE CULTURAL and TRADE CENTER
- HUNTERS POINT
- BUTCHERTOWN

The preparation of this report was financed in part through federal advances, loans, and grants from the Department of Housing and Urban Development under the provisions of Title I of the Housing Act of 1949, as amended.

Central office location: 525 Golden Gate Avenue

Site office locations:

Western Addition 762 Fulton
Yerba Buena Center 820 Howard Street
Hunters Point 205 Southridge Road
New Start Center 40 Holland Court

Agency staff photos: Roger Johnson
Edmund Ong
Frank Washburn

The San Francisco Redevelopment Agency is an instrumentality of the State of California. It works on behalf of and under the policy direction of the City and County of San Francisco. It uses for this purpose Federal funds received from the Department of Housing and Urban Development and local contributions, mostly in the form of public works and facilities.

2924-X













